

**ARLINGTON PUBLIC SCHOOLS**  
**RFP #20-S01**  
**REQUEST FOR PROPOSAL**

The School Committee is seeking proposals from qualified individuals and firms for professional services for the following:

**SUPERINTENDENT SEARCH/CONSULTING SERVICES**

Firms must have experience in performing public sector executive searches. The selected firm will have such duties as updating a position profile, developing a compensation and benefits range, applicant outreach, applicant screening, and interviewing candidates.

Proposals are invited and will be received by the Chief Financial Officer, Arlington Public Schools, on or before **2:00 P.M., Monday, March 2, 2020** at the Arlington Public Schools Business Office, 869 Massachusetts Ave, Arlington, MA 02476.

Five (5) copies of technical proposal with one (1) digital copy on a USB drive shall be submitted in a separate sealed envelope marked **“RFP #20-S01 Superintendent Search/Consulting Services – Technical Proposal”** and One (1) copy of the price proposal in a sealed envelope marked **“RFP #20-S01 Superintendent Search/Consulting Services – Price Proposal”**.

Proposals delivered after the appointed time and date will not be considered.

General information, proposal instructions, and the scope of work are available on the Town Website [www.arlingtonma.gov/purchasing](http://www.arlingtonma.gov/purchasing).

Further information relative to this proposal can be obtained by contacting Neile Emond, Purchasing Agent at (781) 316-3516.

The School Committee reserves the right to cancel any request for proposals, to reject in whole or in part any and all proposals when it is deemed in the best interest of the Arlington Public Schools to do so.

ARLINGTON PUBLIC SCHOOLS  
Michael Mason  
Chief Financial Officer

February 12, 2020

## SCOPE OF SERVICES

The Arlington School Committee is seeking a collaborative executive search firm (Consultant) to work with the School Committee and the community in recruiting a new Superintendent of Schools. The contract will begin when approved by the School Committee.

Posting of the Superintendent position and the collection of applications shall begin no later than September 18, 2020, with a closing date no later than October 16, 2020, unless mutually agreed by the School Committee and the Consultant. The final School Committee vote to hire the Superintendent shall take place no later than December 17, 2020, unless mutually agreed by the School Committee and the Consultant. This contract will continue until all negotiations with the successful superintendent candidate are completed and the employment contract is signed.

### **Scope of Work - Overview**

#### **1. Best practices:**

The Consultant shall work collaboratively to support actions taken by the Arlington School Committee and/or a Superintendent Search Committee formed by the School Committee, and its representatives, in hiring our next public school superintendent.

#### **2. Developing the Candidate Selection Criteria:**

- a.** The Consultant shall assist the School Committee and/or the Superintendent Search Committee in defining the leadership needs of the district and in establishing selection criteria for a new superintendent by soliciting input from the School Committee, parents, staff, administration, Town officials, and the community through focus groups, interviews, and an online survey.
- b.** If requested by the School Committee and/or the Superintendent Search Committee, the Consultant shall review the current job description for the position of Superintendent of Schools, and recommend revisions subject to School Committee approval.
- c.** The Consultant shall organize, publicize, and facilitate at least five (5) and up to ten (10) focus groups to gather input on the type of leadership to be sought from the next Superintendent from all stakeholders in the community, including, but not limited to, school department employees (including educators), elected and appointed town government officials, parents, students, community partners, and other interested residents of Arlington.
- d.** The Consultant shall conduct at least five (5) and up to ten (10) individual or small group interviews with individuals specifically identified by the School Committee and/or the Superintendent Search Committee.
- e.** The Consultant shall conduct an online survey approved by the School Committee and/or the Superintendent Search Committee to collect broad community input for those not able to attend or not invited to a specific focus group.

### **3. Search Process Management:**

- a.** The Consultant shall work collaboratively with the School Committee and/or Superintendent Search Committee to ensure that Arlington obtains the best candidate to meet our community and district expectations and priorities, both for today and in the future.
- b.** Timeline:
  - i. The Consultant shall work with the School Committee and/or Superintendent Search Committee to develop the Superintendent search schedule and timeline. (The timeline will be developed in the context of the Committee's parameters, in which the Superintendent position and the collection of applications shall begin no later than September 18, 2020, with a closing date no later than October 16, 2020, unless mutually agreed by the School Committee and the Consultant. The final School Committee vote to hire the Superintendent shall take place no later than December 17, 2020, unless mutually agreed by the School Committee and the Consultant.)
  - ii. The Consultant shall recommend and coordinate advertising, including its publication, frequency, and duration. Advertising costs are not to be included in the proposal price.
  - iii. The Consultant shall develop the application package, including submission requirements and timelines.
  - iv. The Consultant shall ensure the process is designed to attract a national pool of highly-qualified and diverse candidates.

### **4. Communication**

- a.** The Consultant shall work collaboratively with the School Committee and the Superintendent Search Committee throughout the process, and keep the School Committee and the Superintendent Search Committee informed about what is occurring at each stage of the search process.
- b.** The Consultant shall meet with the School Committee and/or Superintendent Search Committee throughout the search and provide regular progress reports.
- c.** The Consultant shall coordinate or provide the school district with an up-to-date and maintained web page and, if requested by the School Committee and/or the Superintendent Search Committee, communicate through social media any necessary community information and updates about the search process.
- d.** The Consultant shall finalize for publication a written summary of the synthesis of communicated skills and experiences generated from focus group and community input. If requested by the School Committee and/or the Superintendent Search Committee, such summary will be communicated to potential candidates.
- e.** The Consultant shall advise the School Committee and the Superintendent Search Committee regarding best practices pertaining to the use of social media during the selection process.

## **5. Recruitment Process**

- a.** The Consultant shall ensure that the search process is transparent, thorough, and will engage as many stakeholders as feasibly possible in order to best represent and engage our diverse professional, parent, educator, and resident community.
- b.** The Consultant shall present findings to the School Committee of selection criteria recommendations from the data gathered.
- c.** The Consultant shall assist the School Committee and/or Superintendent Search Committee in developing descriptive documents (i.e. brochures and electronic materials) for prospective applicants, including requirements, submissions, and timelines.
- d.** The Consultant shall conduct direct and indirect search recruitment activities via networking and advertising publications in order to generate a national pool of high-quality, diverse applicants. A racially and demographically diverse candidate pool is essential.
- e.** The Consultant shall determine methods of direct recruiting, including professional networks.

## **6. Candidate Screening:**

- a.** The Consultant shall prescreen and verify submitted application materials for completeness and to ensure that all candidates meet all requirements. The Consultant shall recommend a minimum number of candidates required for a viable search. The School Committee reserves the right to designate a School Committee member to review any and all applications.
- b.** After reviewing submitted applications, the Consultant shall determine with the School Committee and/or Superintendent Search Committee the number of initial screening candidates (those invited for interviews with the Superintendent Search Committee) and the number of finalists (those invited for interviews with the School Committee).
- c.** The Consultant shall verify credentials and conduct extensive reference checks of finalists prior to announcing the names of candidates to the community.

## **7. Selection Process**

- a.** The Consultant shall assist the School Committee and the Superintendent Search Committee through screenings and interviews.
- b.** The Consultant shall assist the School Committee with the assembly of the Superintendent Search Committee and community members involved in the selection process. To fulfill this requirement, the Consultant shall:
  - i. assist in recruiting a diverse body of community members to participate in the selection process to the extent determined by the School Committee and/or the Superintendent Search Committee. The consultant shall prepare a report of aggregate demographic characteristics and other data pertaining to the pool of applicants who wish to serve on the Superintendent Search Committee.
  - ii. conduct an orientation and interview training of all persons (pertinent laws, regulations, and policies) participating in the selection process.

- c. The Consultant shall be responsible for all scheduling related to the work of the Superintendent Search Committee, and will ensure that their work is completed in a timely manner.
  - d. The Consultant shall provide support for the Superintendent Search Committee. This will include reviewing candidate paperwork, assisting with the development of interview questions and a scoring rubric, conducting interviews, and identifying finalists who will be advanced to the full School Committee.

## **8. Final Candidate Selection Process:**

- a. The Consultant shall assist the School Committee and/or the Superintendent Search Committee in the final selection process, along with any additional support the Superintendent Search Committee may need.
- b. The consultant shall arrange to begin finalist interviews no later than November 30, 2020, unless a different date is mutually agreed by the Consultant and the School Committee.
- c. The consultant shall schedule candidate site visits and Arlington community introductions for the finalists.
- d. The consultant shall manage interviews of finalists with the full School Committee. This will include reviewing candidates' paperwork, assisting with the development of interview questions and a scoring rubric, and conducting interviews.
- e. The consultant shall manage reference checking and site visits to place of employment of finalists.

## **9. Candidate Negotiations and Employment Offer:**

- a. The consultant shall assist the School Committee in managing the preferred candidate offer, negotiation, and development of employment contract.
- b. The consultant shall provide recommendations to the School Committee for an appropriate compensation and benefit package, based on market study.
- c. The School Committee will develop and negotiate the contract of employment.

## **10. Candidate Retention:**

After the selected superintendent has the opportunity to become acclimated to his or her new position, and if requested by the School Committee and/or the Superintendent Search Committee, the consultant shall provide eight hours of team building workshop(s) with the superintendent, administrative team, and School Committee. The goal of this workshop shall be to define roles and build the foundation for an effective approach to school governance in the Arlington Public Schools.

## **11. Consultant Conditions:**

- a. Travel expenses are not included as a separate allowable expense. Travel is considered overhead to the consultant. [SEP]

**b.** Advertising expenses will be funded by the district after the School Committee approves the marketing plan.

**c.** The search will be deemed complete upon a signed contract with a new Superintendent. [1]  
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If, after due consideration, the School Committee determines that it does not wish to appoint any of the candidates who have applied for the position, the Consultant must be willing to provide any assistance and aforementioned services with conducting a reopened search for Superintendent or Interim Superintendent.

### **Minimum Evaluation Criteria**

- a. The Proposer must be available to execute this contract in time for a final vote to hire no later than April 9, 2020.
- b. The Proposer is available to make a presentation and be interviewed at a scheduled meeting no earlier than March 12, 2020 and no later than March 26, 2020.

## **V. Comparative Evaluation Criteria**

### **1. Proposer's Experience**

**Highly Advantageous:** The Proposer has five (5) or more years experience in conducting successful executive searches with public school systems, other educational institutions, and other non-profit organizations, and during the past five (5) years has concluded at least three (3) successful searches for a School Superintendent in Massachusetts, one (1) of which must have been for a district of similar size and demographics as Arlington.

**Advantageous:** The Proposer has at least three (3) years experience in successful executive search and hiring processes and has concluded at least two (2) successful executive search for Superintendents with Massachusetts public school systems.

**Not Advantageous:** The Proposer has fewer than three (3) years experience in successful executive search and hiring processes and has concluded only one (1) successful executive searches for a Superintendent.

**Unacceptable:** The Proposer has fewer than three (3) years experience in executive search and hiring processes and has not concluded any successful executive searches for a Superintendent.

### **2. Evaluation of the Proposed Plan:** [1] [SEP]

**Highly Advantageous:** The proposal contains a clear and comprehensive plan that addresses all the

objectives stated in the Scope of Service and Proposal Submission Requirements. [SEP]

**Advantageous:** The proposal contains a clear plan that addresses most of the project objectives stated in the Scope of Service and Proposal Submission Requirements.

**Not Advantageous:** The proposal does not contain a clear plan. [SEP]

**Unacceptable:** The proposal fails to meet the objectives stated in the Scope of Service and Proposal Submission Requirements.

### **3. Proposer's Recruitment Materials**

**Highly Advantageous:** The Proposer includes samples of advertisements, brochures and other forms of candidate outreach from at least five (5) different Superintendent searches with the proposal, at least one (1) of which involves a Superintendent search in Massachusetts.

**Advantageous:** The Proposer includes samples of advertisements, brochures and other forms of candidate outreach from at least three (3) different executive searches with the proposal, at least one (1) of which involves a Superintendent search.

**Not Advantageous:** The Proposer includes three (3) or fewer samples of advertisements, brochures, and other forms of candidate outreach with the proposal, none of which involve a Superintendent search.

**Unacceptable:** The Proposer does not include samples of advertisements, brochures or other forms of candidate outreach.

### **4. Evaluation of Interview Presentation** [SEP]

The Superintendent Search Process Subcommittee and/or the School Committee may schedule interviews with any Proposer. Interviews will be ranked as follows:

**Highly Advantageous:** Proposer for this project was present, clearly stated a plan of action, demonstrated excellent communications skills, presented other personnel with experience and skills who will be assigned for the duration of this project, demonstrated awareness and understanding of the goals and objectives of the Arlington Public Schools, and successfully responded to all questions from the Superintendent Search Process Subcommittee and/or the School Committee.

**Advantageous:** Proposer for this project was present, outlined a plan of action, demonstrated excellent communication skills, presented other personnel with experience and skills who will be assigned for the

duration of this project, demonstrated awareness and understanding of the goals and objectives of the Public Schools of Arlington, and successfully responded to most of the questions from the Superintendent Search Process Subcommittee and/or the School Committee.

**Not Advantageous:** Proposer for this project was present but did not present a plan of action, or was unable to communicate effectively, or presented other personnel who did not have the experience and skills to work on the project, did not demonstrate awareness and understanding of the goals and objectives of the Public Schools of Arlington, and/or would not be assigned for the duration of this project or did not successfully respond to questions from the Superintendent Search Process Subcommittee and/or the School Committee .

**Unacceptable:** Proposer for this project was not present and did not present a plan of action, or was unable to communicate effectively, or presented other personnel who did not have the experience and skills to work on the project, demonstrated awareness and understanding of the goals and objectives of the Public Schools of Arlington, and/or would not be assigned for the duration of this project or did not successfully respond to questions from the Superintendent Search Process Subcommittee and/or the School Committee .

## **5. Presentation:**

**Highly Advantageous:** The Proposer's presentation was clear, well organized and demonstrated both effective communication skills and an understanding of the particular needs of the Arlington Public Schools community.

**Advantageous:** The Proposer's presentation was clear, well organized and demonstrated effective and sensitive communication skills.

**Not Advantageous:** The Proposer's presentation was disorganized or did not demonstrate effective communication skills.

**Unacceptable:** The Proposer's presentation demonstrated a clear lack of communication skills.

## **CERTIFICATE OF NON-COLLUSION**

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.

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**(Signature of individual submitting bid or proposal)**

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**(Name of individual submitting bid or proposal)**

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**Name of Business**

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**Date**

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Pursuant to M.G.L. Chapter 62C, Section 49A, I certify under the penalties of perjury that I have complied with all laws of the commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

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Social Security Number or  
Federal Identification Number

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Signature of Individual or Responsible  
Corporate Officer and Title

**NON-COLLUSION FORMS  
MUST BE SIGNED AND  
SUBMITTED WITH BID**